

Research Article

Analysis of the Application of the Ijarah Contract in the Outsourcing Work System

(Case Study of CV. Diandra Jaya, Papungan Village, Kanigoro District, Blitar Regency)

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Abstract. This study analyzes the application of ijarah contracts in the outsourcing work system on CV. Diandra Jaya which is located in Papungan Village, Kanigoro District, Blitar Regency. The background of this research is based on the increasing practice of outsourcing which raises issues related to the clarity of contracts, wage justice, and its conformity with sharia economic principles. This study aims to assess the extent to which the outsourcing practice is in line with the provisions of the ijarah contract in the perspective of Islamic law. The method used is a qualitative approach with a type of case study through interviews, observations, and documentation, then analyzed descriptively. The analysis focused on aspects of contract clarity, wage mechanisms, and the division of responsibilities between companies and workers. The results of the study show that outsourcing practices in CV. Diandra Jaya has fulfilled several elements of the diploma, such as a work agreement and remuneration for services. However, there are shortcomings in terms of transparency, protection of workers' rights, and clarity of responsibility. This finding indicates that the implementation of ijarah contracts is not optimal, so improvements are needed to be in accordance with the values of justice, clarity, and benefits in the Islamic economy.

Keywords: Ijarah; Islamic Law; Outsourcing; Sharia Economics; Workforce.

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1. Introduction

Indonesia's economic development over the past two decades has been marked by the increasing intensity of business competition as a result of globalization, market integration, and the acceleration of digital transformation. This condition encourages companies to adopt more efficient operational strategies to maintain business sustainability while strengthening competitiveness amid changing market dynamics (Casta, 2021). One of the most widely applied strategies is the system outsourcing, which is the delegation of part of the work functions to a third party with the aim that the company can concentrate more on core activities while achieving cost efficiency (Wanjiru Chege et al., 2022). Various studies confirm that outsourcing Contributing to increased flexibility in the workforce structure, reducing operational costs, and improving productivity, both in the manufacturing and service sectors.

However, the effectiveness of the system cannot be separated from various employment problems that often arise in its implementation. A number of employment reports indicate that workers outsourcing still face uncertainty of employment status, lack of wage transparency, limited access to social security, and disproportionate employment relations between workers, service providers, and user companies (BPS, 2024). This issue opens up the space for academic discourse on the extent of practice outsourcing able to fulfill the principles of justice and ethics of labor relations, especially when viewed from the perspective of Islamic economics which emphasizes the value of balance, protection of rights, and mutual benefit.

In the framework of Islamic economics, employment relationships have a conceptual closeness to contracts *Ijarah*, namely an agreement to use services or manpower with certain remuneration agreed upon by the parties. The principles underlying the contract *Ijarah* including clarity of the object of benefit, the determination of fair wages, the absence of *gharar* elements, and the guarantee of protection of workers' rights. The normative foundation of justice is enshrined in QS. An-Nahl verse 90 which commands the upholding of justice and virtue in all dimensions of life, including in the realm of economic relations. In addition, the hadith of the Prophet PBUH regarding the obligation to pay wages before the sweat of workers dries strengthens the urgency of transparency and certainty in the wage system. Based on this, outsourcing can be categorized as a form of contract *Ijarah* when the pillars and conditions are fulfilled in accordance with sharia (Sukanto, 2019).

Previous studies have revealed that there is a gap between the ideal concept of contract *Ijarah* and the reality of practice outsourcing in the field (Ilyas & Puyu, 2023) concludes that outsourcing is acceptable from a sharia perspective as long as the principles of justice and responsibility are consistently met. Nevertheless, (Mona Monikasari, 2018) found irregularities in the aspect of wages that were not in accordance with the agreed contract. The findings show that the implementation of outsourcing in the field has not been fully aligned with the principles of sharia economics.

Based on the above background, this study focuses on the implementation of outsourcing systems in CV. Diandra Jaya, a company that makes the outsourcing pattern an integral part of its production operations. The results of field observations and interviews conducted during the internship show that the system is effective from an operational point of view, but there are still a number of aspects that require more in-depth evaluation, especially regarding the clarity of the employment contract, the disclosure of wage information, and the implementation of justice values. The potential inconsistency between actual practice and the principle of *ijarah* makes this case relevant to be studied more comprehensively.

This study uses a qualitative approach to evaluate the suitability of practices outsourcing With the principle of contract *Ijarah* in the company. This approach was chosen because it is considered to be able to describe the reality of employment relations contextually through observation, in-depth interviews, and the study of company documents (Arifin, 2021). Theoretically, this study is expected to expand the treasure of sharia economic literature on the application of contracts *Ijarah* in the context of modern employment. Practically, research findings can be evaluation material for companies in improving transparency and fairness in employment relations. In terms of policy, this study has the potential to be a reference for the drafting of labor regulations based on sharia values (Mirwad, 2023).

This article is compiled in several parts systematically. The first part explains the theoretical framework regarding outsourcing and *ijarah* contracts. The second part outlines the research methodology used. The third part presents field findings related to the implementation of outsourcing at CV. Diandra Jaya. The fourth part analyzes the suitability of the practice with the principle of *ijarah* in the perspective of sharia economics. The last part formulates conclusions and recommendations for further research.

2. Literature Review

Outsourcing

System development outsourcing is part of the transformation of the modern world of work that is oriented towards efficiency, flexibility, and reduction of the company's operational burden. Conceptually, outsourcing is defined as a strategy of transferring part of work activities to a third party so that the company can focus more on core activities (core business) while increasing competitiveness (Dessler, G., 2020). This work model is growing rapidly in line with the expansion of economic globalization and the increasing need for a flexible workforce that is adaptive to market dynamics.

Normatively, the system outsourcing It is seen as able to provide a number of strategic advantages for the company, including through reducing production costs, accelerating work processes, and reducing the burden of human resource management (Mondy, R. W., 2016). However, behind the logic of efficiency, outsourcing It also raises structural problems in employment relations. This system often creates a disproportionate working relationship between service user companies, labor providers, and workers outsourcing. In many cases, employees outsourcing are in the most vulnerable position because their job security is lower than that of permanent workers.

A number of studies have revealed that the practice outsourcing Modern tend to place workers solely as instruments of corporate efficiency. (Meliza & Sumiarsa, 2023) Finding that

workers outsourcing often face unclear career paths, a less transparent wage system, and uncertainty in employment contracts. In line with this, (Amiq et al., 2021) shows that there is a social protection inequality between workers outsourcing and permanent workers, particularly in terms of access to social security and certainty of working tenure.

The above phenomenon shows that outsourcing is not only related to labor management issues, but also to the dimensions of ethics and social justice. The operational efficiency of companies is often achieved through labor flexibility which has the potential to erode the certainty of workers' rights. This condition reflects the tension between business interests and labor protection, so an evaluative approach is needed that not only assesses outsourcing from the economic side, but also from the moral and justice aspects.

In this context, sharia economics offers a different perspective on labor relations. If conventional economics tends to place labor in the framework of productivity and efficiency alone, sharia economics views labor relations as part of a muamalah relationship that must be built on the principles of justice, balance, and benefits. Therefore, outsourcing practices are not enough to be assessed based on their operational effectiveness alone, but also need to be evaluated from the extent to which the system is able to maintain the rights and dignity of workers.

Ijarah

In the framework of sharia economics, employment relations are closely related to the concept of contracts Ijarah, namely a contract for the use of services or labor with certain rewards agreed upon by the parties. São Paulo Ijarah Not only is it understood as an economic contract, but it also serves as an ethical instrument that regulates the balance of rights and obligations in employment relations (Insawan, 2017). Thus, the main principle in the contract Ijarah Not just the exchange of services and wages, but the realization of justice and certainty for all parties involved.

The basic principles of ijarah include clarity of the benefits of work, clarity of wages (ujrah), willingness of the parties (an-taradin), and the absence of elements of gharar and exploitation. In QS. Al-Baqarah verse 282, emphasizes the importance of clarity of the contract and transparency in every muamalah transaction. In addition, the hadith of the Prophet Muhammad PBUH narrated by Ibn Majah regarding the obligation to pay wages before the sweat of workers dries emphasizes that the protection of workers' rights is a fundamental value in Islamic economics.

When associated with modern outsourcing practices, the ijarah principle provides a normative standard to assess whether the employment relationship has taken place fairly or contains inequality. Potential deviations from the principle of ijarah can arise through unclear employment contracts, unilateral changes in duties, uncertainty of working periods, and a non-transparent wage system. These conditions indicate the possibility of violation of the principle of ijarah, especially when workers are only positioned as a means of efficiency without adequate protection of rights.

Research (Mona Monikasari, 2018) reveals that the practice outsourcing There is often a discrepancy between the work contract and the implementation of wages in the field. (Ilyas & Puyu, 2023) explains that outsourcing Basically, it can be justified from a sharia perspective as long as it does not contain elements of tyranny and all parties carry out their responsibilities proportionately. Meanwhile, (Seftianingrum Nisa Azzahra, 2024) found that the unclear benefits of work in modern employment practices have the potential to give rise to elements of Gharar which is contrary to the principles of Islamic muama.

These findings show that the main problem of outsourcing from the perspective of sharia economics does not lie in the existence of the system itself, but in how the working relationship is carried out in practice. Thus, the ijarah contract can function as an evaluative instrument to criticize modern outsourcing practices, especially in assessing aspects of fairness, transparency, and the balance of rights and obligations between companies and workers.

Study Gaps and Research Contributions

Studies on outsourcing From a sharia economic perspective, it has undergone development in recent years. However, most research is still oriented towards normative discussions about legal status outsourcing in Islam, or only focusing on certain aspects such as wages and labor protection. Research (Mona Monikasari, 2018) more highlighting the incompatibility of the wage system in practice outsourcing, while (Ilyas & Puyu, 2023) Focus on the principle of fairness in employment relations outsourcing.

On the other hand, research that examines the application of ijarah contracts in modern labor practices is generally still conceptual and has not studied much of the empirical reality of outsourcing employment relations in small and medium-sized companies. In fact, medium-scale companies have the characteristics of more flexible and informal working relationships,

so they have the potential to produce significantly different work patterns than large companies.

In addition, previous research has tended to discuss outsourcing and ijarah contracts separately. There are still limited studies that specifically evaluate how ijarah principles are applied in modern outsourcing mechanisms, especially in tripartite working relationships between service user companies, labor service providers, and outsourcing workers.

Based on these gaps, this study focuses on the application of outsourcing systems in CV. Diandra Jaya and evaluate its suitability with the principles of ijarah contracts in the perspective of sharia economics. This study not only examines the existence of formal contracts, but also assesses how the principles of clarity of work benefits, wage transparency, balance of rights and obligations, and protection of workers are applied in daily labor relations practices. Thus, this study is expected to make a theoretical contribution to the development of the study of sharia economics in the field of modern employment, while offering a critical perspective that efficiency in the outsourcing system should not be achieved at the expense of justice and certainty of workers' rights.

2. RESEARCH METHODS

This study uses a qualitative descriptive approach, which describes phenomena systematically and factually, then relates them to relevant theories, such as the concept of contract Ijarah, Fiqh Muamalah, as well as sharia provisions in employment practices (Firdayanti & Oktafia, 2020). This approach was chosen because the research focuses on a deep understanding of the implementation of the contract Ijarah in the work system outsourcing in CV. Diandra Jaya, thus allowing the depiction of field reality in a natural and contextual way, especially related to the mechanism of employment contracts, the division of rights and obligations, wage patterns, and the relationship between companies and labor outsourcing.

In line with this, Creswell (2008) in (Semiawan & Dr Conny R, 2010) Define qualitative research as a process of tracing to explore and understand a central phenomenon through the collection of data from participants, generally in the form of interviews with open-ended questions. The data obtained in the form of words or texts is then analyzed to produce specific descriptions or themes, then interpreted to capture a deeper meaning and are linked to the findings of previous research. In this study, the data collected in the form of information, expressions, and actions of informants were then interpreted to understand the meaning of the practice of the contract carried out, due to the application of the contract Ijarah It can be judged not only from the administrative aspects of the contract, but also from its conformity with sharia principles, such as clarity of benefits, determination of Ujrah, justice, and protection of workers' rights.

Although the qualitative approach is interpretive and influenced by the researcher's point of view, it has strong scientific value when implemented systematically and based on a clear theoretical framework. Thus, this study is directed to obtain a complete, objective, and academically accountable picture of the suitability of outsourcing practices in CV. Diandra Jaya with the principles of ijarah contracts in the perspective of sharia economics.

The research was carried out at CV. Diandra Jaya which is located in Papungan Village, Kanigoro District, Blitar Regency, East Java. The selection of the location is carried out purposively with the consideration that the company implements an outsourcing system that involves a working relationship between a labor provider company, a service user company, and an outsourcing worker. The structure of the employment relationship is considered relevant to examine the implementation of ijarah contracts in contemporary employment practices. The research was conducted from October 2025 to March 2026.

The source of research data consists of primary data and secondary data. Primary data was obtained through in-depth interviews with management and outsourced workers, as well as observation of the implementation of work in the field. The interview was conducted in a semi-structured manner to obtain information about the mechanism of the employment contract, the wage system, the division of responsibilities, and the implementation of the rights and obligations of the parties. Meanwhile, observations were carried out in a non-participatory manner to directly understand the pattern of employment relations and the implementation of outsourcing in the company's operational activities.

Secondary data is obtained from company documents, such as outsourcing employment contracts, company SOPs, and employment administration documents. In addition, this research also uses various supporting literature in the form of scientific journals, books, previous research, and labor regulations related to outsourcing and ijarah contracts. The use of secondary data aims to strengthen normative analysis of empirical findings in the field.

The focus of the research is directed at the evaluation of outsourcing practices in the perspective of the diploma contract. The research analysis includes the mechanism of outsourcing labor relations, clarity of the object of the contract and contract period, the wage system (*ujrah*), the fulfillment of workers' rights, as well as the potential for *gharar*, inequality in employment relations, and practices that are contrary to the principles of justice in the sharia economy. Thus, this study not only describes outsourcing practices, but also criticizes the structure of employment relationships that have the potential to cause unclear contracts and imbalances of rights between companies and outsourced workers.

Data collection techniques are carried out through interviews, observations, and documentation. The three techniques are used simultaneously to obtain comprehensive and in-depth data. Documentation is carried out by examining employment contracts, company archives, and various documents related to outsourcing employment relationships.

Data is analyzed interactively through the stages of data reduction, thematic categorization, data presentation, and conclusion drawn. The analysis process is carried out by connecting empirical findings in the field with the principles of *ijarah* in *fiqh muamalah*. Through this approach, this study seeks to identify the extent of outsourcing practices in CV. Diandra Jaya has fulfilled the principles of contract clarity, employment fairness, wage transparency, and protection of workers' rights as emphasized in the sharia economy.

The validity of the data was tested through source triangulation, technique triangulation, and theoretical triangulation. Source triangulation is carried out by comparing information from management, outsourced labor, and company documents. The triangulation technique was carried out by comparing the results of interviews, observations, and documentation. Meanwhile, theoretical triangulation was carried out by associating field findings with the concept of *ijarah* contracts, *fiqh muamalah*, and labor regulations related to outsourcing. Through this process, the research results are expected to have an adequate level of credibility and validity academically.

4. Results and Discussion

Research Results

This study found that the outsourcing work system applied at CV. Diandra Jaya Blitar Regency is carried out through a mechanism of employment relations between labor provider companies, service user companies, and outsourced workers. The employment relationship is bound through a Fixed-Time Work Agreement (PKWT) which contains provisions regarding the type of work, working period, wage system, rights and obligations of workers, as well as the form of work protection provided by the company.

Outsourced labor is placed in partner companies to carry out field operational work, such as planting, timber cutting, and work at Wood Stockpiles (TPK). In practice, the workforce works under the operational needs of the service user company, but administratively it remains the responsibility of the CV. Diandra Jaya as a labor provider company.

The results of the study show that the wage system is carried out based on predetermined work agreements. The amount of wages is adjusted to the type of work and work target charged to workers. In addition to earning wages, workers also receive social protection in the form of BPJS Kesehatan and BPJS Employment as well as leave rights according to company regulations.

This study also found that the implementation of outsourcing employment relationships in CV. Diandra Jaya has fulfilled the basic elements of the *ijarah* contract, namely the existence of a contractor, a clear object of work, the benefits of services provided by the worker, and *ujrah* (wages) in return for the work done. Job clarity and wage system are important factors in maintaining the sustainability of the working relationship between companies and outsourced workers.

However, the research also found several problems in the implementation of the outsourcing system. These problems include labor discipline, inconsistency in achieving work targets, and the need to increase supervision over the implementation of work relationships in the field. In addition, the position of outsourced labor between service provider companies and service user companies shows the existence of complex work relationships and has the potential to cause an imbalance in the bargaining position of workers.

Discussion

The results of the study show that outsourcing practices in CV. Diandra Jaya is substantively related to the concept of *ijarah* contracts in the sharia economy, especially *ijarah al-'amal*, which is a contract for the use of services or labor with certain rewards. In the out-

sourcing practice studied, labor provides benefits in the form of work services, while companies provide compensation in the form of wages according to work agreements. This mutual relationship is the main character in the ijarah contract.

From the perspective of fiqh muamalah, outsourcing practices in companies have fulfilled several pillars and requirements of the ijarah contract. First, there are parties who make a clear contract, namely labor provider companies, service user companies, and outsourcing workers. Second, the object of the contract in the form of work given to the workforce has been specifically determined, including planting work, wood cutting, and other operational activities. Third, there is clarity on the ujah or wages received by workers as compensation for the services rendered.

The clarity of the object of the job and the wage system shows that the outsourcing practice in CV. Diandra Jaya tries to avoid the element of gharar or ambiguity in the employment relationship. In the sharia economy, clarity of work benefits and rewards is an important requirement so that the ijarah contract can run fairly and not harm one of the parties. With a written employment contract, an agreed wage system, and a clear division of duties, outsourcing practices in companies have basically met the principle of transparency in employment contracts.

However, this study found that the suitability of outsourcing with ijarah contracts is not enough to be measured only through the existence of employment contracts and the provision of wages. The implementation of sharia values in employment relations is also influenced by aspects of justice, labor protection, and balance of relations between the parties. In modern outsourcing practices, the employment relationship involves three parties at once, namely the service provider company, the service user company, and the outsourcing worker. This kind of work relationship structure has the potential to cause inequality in the bargaining position of labor if it is not accompanied by adequate supervision and job protection.

The findings of the study show that outsourced workers are in a relatively weaker position than companies. This condition can be seen from the high dependence of workers on work targets and policies of companies that use services. From the perspective of sharia economics, this situation needs attention because the principle of ijarah not only emphasizes the legality of the contract, but also justice and benefits for all parties involved. Therefore, the protection of workers' rights is an important part of the implementation of ijarah contracts in modern outsourcing systems.

The provision of BPJS Kesehatan, BPJS Ketenagakerjaan, leave rights, and coaching mechanisms through warning letters shows that there are efforts by companies to maintain workers' basic rights. However, this study assesses that these protections still need to be strengthened through increased work supervision, transparency of labor relations, and certainty of the sustainable implementation of workers' rights. This is important so that outsourcing practices not only meet the administrative aspects of contracts, but also are in line with the value of social justice in the sharia economy.

This research also found that the main challenge in the implementation of ijarah contracts in modern outsourcing systems lies in the aspect of technical implementation in the field. Normatively, outsourcing practices can be assessed in accordance with ijarah contracts because they meet the elements of contracts, work benefits, and ujah. However, at the practical level, there is still a potential imbalance in work relations due to the company's dominance of the outsourcing workforce. This condition shows that the implementation of ijarah contracts in the outsourcing system cannot be judged only from the existence of an employment contract, but must also consider the extent to which the value of justice, transparency, and worker protection is truly realized in daily work practices.

These findings strengthen and complement previous research that states that outsourcing can be justified from a sharia perspective as long as it meets the principles of contract clarity and wage justice. However, this study shows that the main problem of modern outsourcing does not only lie in the validity of contracts, but in the implementation of the value of justice in employment relations that involve an unbalanced power relationship between companies and workers. Thus, this research contributes to the development of the study of sharia economics, especially in understanding modern outsourcing practices not only as a contractual issue, but also as a matter of ethics and social justice in employment relations.

5. Conclusion

This study examines the suitability of outsourcing practices in CV. Diandra Jaya with the principle of ijarah contracts in the perspective of sharia economics. Overall, it was found that the outsourcing system implemented has fulfilled the formal elements of the ijarah contract, including the clarity of the contracting parties, the specifications of the work object, and the

provisions of the *ujrah* outlined in the Fixed-Time Work Agreement (PKWT). The company has also provided basic protection for workers through BPJS Kesehatan, BPJS Ketenagakerjaan, and leave rights. However, at the implementation level, there is still a potential imbalance in the labor relationship due to the three-party relationship structure that is the main characteristic of the outsourcing system, so that the bargaining position of workers tends to be weaker than the company.

The findings are in line with the purpose of the study, which is to evaluate the extent of outsourcing practices in CV. Diandra Jaya fulfills the principles of the *ijarah* contract substantively. The results of the analysis show that the existence of formal employment contracts does not fully guarantee the realization of the values of justice, transparency, and balance of rights as emphasized in the sharia economy. Thus, the assessment of the suitability of outsourcing with the *ijarah* contract cannot be limited to administrative aspects alone, but must include the dimensions of ethics and social justice in employment relations.

Theoretically, this study contributes to the development of the study of sharia economics in the field of modern employment, especially by offering an evaluative perspective that *ijarah* contracts can be used as a critical instrument to assess outsourcing practices more comprehensively. Practically, research findings can be evaluated for CVs. Diandra Jaya in strengthening the transparency of employment contracts, increasing supervision of employment relations, and ensuring the fulfillment of workers' rights in a sustainable manner. In terms of policy, this study can be a reference for the drafting of labor regulations based on sharia values.

This study has limitations in terms of the scope of research objects that are focused on one company, so generalization of findings needs to be carried out proportionately. The next research is suggested to expand the scope of the study by examining the application of *ijarah* contracts in the outsourcing system in various types of companies with a more diverse scale and sectors. In addition, a comparative approach between companies that explicitly apply sharia principles and conventional companies can enrich the understanding of employment practices based on Islamic economics in Indonesia.

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